



Industrial Man: Businessmen and Business Organizations. by W. Lloyd Warner; Norman Martin

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are then computed for each plant type and for integration or split production. Least-cost locations are found, and future construction is forecast using, in part, this basis. The locational forecast is then combined with a market projection to obtain regional forecasts of investment and employment in this industry by 1975.

The last two steps raise questions for this reviewer. For example, nylon-salt production is apparently cheapest near the raw-material source, if multiproduct plants are assumed. Otherwise, market regions are indicated, and production takes place in both types of region at present. The author's forecast is 60 per cent of new construction in raw-material regions and 40 per cent near the markets, but we are not given the explicit rationale for the division. Indeed, settling the question of which mode of production is cheaper would appear to involve further analysis, both of the markets for other outputs of the multiproduct plant and of possible joint costs. In another case, Puerto Rico is found to have lowest costs for fiber production, yet, for other reasons, that area receives a very conservative allocation. Other examples might be given where costs alone did not guide the author, and the quantitative basis for the forecast is obscure.

This is not to say that these are not good forecasts but, merely, that considerations—sometimes unspecified—other than those contained in the author's hypothesis were invoked. This suggests that general substitution has limitations as an operational tool of prediction. It would have been instructive if the limitations for this case study had been discussed more thoroughly from the standpoint of economic theory.

Another comment is in order on the projection of the 1975 fiber market. Admittedly, a major difficulty is determining market shares for the five fibers. Again, one could wish for a fuller treatment, perhaps beginning with what can be determined about the limits of substitutability between these fibers and their relative production costs.

In summary, the data in this study have been carefully assembled and interpreted. If readers tend to draw different conclusions about some particulars, the areas where cost analyses were supplemented by broader judgments are easily identified.

HARRISON S. CAMPBELL

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Industrial Man: Businessmen and Business Organizations. Edited by W. LLOYD WARNER and NORMAN MARTIN. New York: Harper & Bros., 1959. Pp. xi+580. \$6.50.

Industrial Man is a book of readings whose objective is to help illuminate the problems of the businessman and their executive culture. Although one could quibble with the editors about some of the subjects that they have omitted (e.g., what executives actually do, descriptions of actual decisions-making processes), one cannot deny that those included are excellent. The articles are not printed in their entirety which, at times, is a strength and, at times, a weakness. The lucid introductory comments of the editors before each selection are very helpful.

The selections cover such important subjects as personalities of manager, the career-line goals and tasks of management, the social structure of business enterprise, human problems of managers, union and management conflict and co-operation, industry, society, and the business executive, management ideologies, and basic issues and dilemmas. I enjoyed especially the section on basic issues and dilemmas and hope the authors (or someone) make this crucial topic the subject of a book. Many of the major problems facing the manager of the future lie in the issues and dilemmas explored in the book.

I question the editors' position that "too much [knowledge] is available in many aspects of business life and business leaders for ready comprehension." The quantity may be high (although I doubt it), but the depth of understanding as exemplified by the readings is not very great. This is not the fault of the editors. It is a commentary on the state of knowledge.

In chapter i the editors introduce the book to the reader by outlining the problems to be explored. In it they include an interesting discussion on topics for future research. They are (1) the dynamics of organization change, (2) the influence of the community on the industrial man, (3) the conditions necessary for effective human development within an organization, and (4) the consideration of the value problems inherent in the conflict between the practical world and ethics of morality. I wished that this chapter (or a new one at the end) discussed the problems in more depth. I realize, however, that to comply with this wish the editors would have to go beyond the present scope of the book.

The student and the practitioner will find *Industrial Man* very helpful in acquainting him with some of the best literature available.

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Discipline and Discharge in the Unionized Firm.

By ORME W. PHELPS. Berkeley, Calif.: University of California Press, 1959. Pp. x+149. \$5.00.

Phelps's study of discipline and discharge in the unionized firm fills most competently a gap in the personnel and labor-relations literature. It begins with a background chapter pointing up the very fundamental difference between the traditional and legal view of industrial discipline based upon a management right to terminate the employment relationship at will and the "due process" character of discharge limited to "cause" under collective bargaining. The second and third chapters are devoted, respectively, to procedure and penalties and are summary in character.

Most of the book is devoted to grounds for discipline. This topic is divided among chapter iv, on incompetence and negligence, chapter v, on misconduct in its various forms, and chapter vi, on violation of the agreement. The final chapter discusses briefly discipline as a function of personnel management. Containing only 143 pages, the book is brief and compact. An extensive analysis of arbitration awards provided the raw material for the study.

So far as substance is concerned, the book is well balanced and informative. This reviewer felt uncomfortable at only one point—the inclusion among the standard disciplinary penalties of "withholding of benefits: merit increases, promotions, and the like." While it is stated that withholding such benefits "is a negative form of discipline in that what is done is an omission rather than an act of commission," there is no other qualification in viewing such employer decisions as a form of discipline. Clearly, as a general case, a promoted employee is rewarded rather than an employee not promoted being disciplined. Perhaps in a seniority world the line gets pretty thin, but this reviewer would have felt much happier if some such

section as "the possible perversions of discipline" had been included rather than stating the withholding of benefits as a standard form of disciplinary penalty.

Personnel and labor-relations officials will not find this book pleasant reading. The statistics tend to reveal that employers lose a majority of the discipline and discharge cases going to arbitration. Almost two-thirds of the discharge cases do not stand up. Even more disconcerting is the selection of a large proportion of the quoted cases from the loss side of the ledger. This, of course, is a usual and substantially necessary academic approach in an analysis of cases. But an employer can not get much satisfaction from reading situation after situation in which quite commonly the principle is on the side of the employer, but by the time the arbitrator gets through with condonation, consistency, extenuating circumstances, and the sufficiency of evidence, the decision goes to the employee. The point is forcefully made that discipline and discharge under a union contract are vastly different from the authoritarian position of the employer earlier, when all that was necessary was to shout, "You're fired."

The framework of analysis in the book is limited to principles and conclusions which can be drawn from arbitration awards. The book does not reach out to broader administrative and labor-relations considerations. For example, the discussion of discipline for wildcat strikes attempts no analysis of the fundamental differences in the quality of labor relations and the functioning of the grievance procedure in a plant in which this violation of contract consistently is not allowed and one in which wildcats constitute an established pattern of behavior. The book also contains no analysis of the various ways in which a system of progressive discipline can break down and the consequences of such a breakdown. These remarks are not a criticism. The point is simply that other dimensions of the subject merit future investigation. Within the framework of analysis which is used by the author, the study makes a notable contribution.

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